
Management Succession Program Guidelines



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Western Area Power Administration
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Management Succession Program

Western Area Power Administration

I. Purpose

The purpose of the Management Succession Program (MSP) is to ensure organizational continuity and to provide maximum effectiveness and productivity in support of mission accomplishment within the Western Area Power Administration through the development of well qualified and competent employees ready to successfully compete for key managerial and executive level positions. The need for succession planning in general, and this type of program in particular, has been evidenced and reinforced in the last few years as a result of Federal downsizing and in the exodus of institutional knowledge and expertise. This situation becomes even more critical with an aging workforce and the potential for more retirements.

II. Objectives

While employees are primarily responsible for taking the initiative to prepare themselves to move into management positions, Western is firmly committed to helping them develop their potential so that they are prepared and qualified to assume positions in line with managerial and organizational needs. Employees volunteering to participate in the MSP should be committed to the philosophy of excellence in management and leadership to Western and its mission, vision, and strategic goals and objectives. The MSP will incorporate diversity and equal employment opportunity principles.

III. Policy and Program Administration/Funding

Program administration will be coordinated internally; i.e., by the Corporate Service Office (CSO), and each Customer Service Region (CSR) Human Resources Office. Coordination activities include, but are not limited to developmental activities, maintenance of program records, and evaluations. For the purposes of economies of scale, Western's CSO HR Office will coordinate Western-wide (group) training for program participants, as appropriate.

Program costs will be funded by the participant's respective office. Costs for group training will be shared among participating offices. Program costs may only be authorized for developmental activities and associated training related to the Western targeted position as identified in the participant's approved Individual Progression Plan (IPP). Participants and approving officials should exercise prudence and sound fiscal judgment in the development and approval of IPPs.

IV. Applicability

The MSP is applicable to all employees who currently hold a permanent team lead, supervisory, or managerial position within Western. Participation in the MSP is voluntary. Once enrolled in the program, participants may quit the program at anytime and re-apply for a later program.

V. Leadership Competencies

As management and leadership positions have been vacated, the need for standardized competency and performance levels for supervisors and managers has emerged. These competencies and related training and associated developmental requirements form the basis for the MSP.

The following Office of Personnel Management (OPM) Executive Core Qualifications (ECQ's) and Western-specific competencies form the basis for the MSP. They describe the broad skills and abilities needed to be successful and effective in Western supervisory and managerial positions (Reference Appendix D).

A. OPM ECQ's:

- ◆ Leading Change – The ability to develop and implement an organizational vision which integrates key National and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity.
- ◆ Leading People –The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission and goals.
- ◆ Results Driven – The ability to stress accountability and continuous improvement, to make timely and effective decisions, and to produce results through strategic planning and the implementation and evaluation of programs and policies.
- ◆ Business Acumen – The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.
- ◆ Building Coalitions/Communications – The ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

B. Western Competencies:

- ◆ Financial/Management Systems – General knowledge of the Business Information Decision Support System (BIDSS) and the Maintenance Management System (MAXIMO); ability to understand and be conversant with financial reports/audits; and knowledge of Federal appropriations and budget process. General knowledge of the DOE Corporate Human Resource Information System (CHRIS).
- ◆ Power Marketing and Power Operation – General knowledge of Western's power marketing program, including methodologies Western employs to establish and implement power and transmission rates and impact on Western programs, the public and approval processes for adoption of Western rates, and current marketing and rate issues. Familiarity with power operations, including system and area dispatching,

scheduling, load forecasting, procurement of energy to meet loads, and transmission system planning.

- ◆ Utility Industry – General knowledge of current issues (deregulation, privatization, etc.) and practices in the utility industry and Western's position regarding such issues, including customer issues at the local, regional, and Western-wide levels.
- ◆ Maintenance – General knowledge of Western's maintenance practices and philosophies, including the integration of environmental issues.
- ◆ Safety – Understands and advocates Western's safety practices, programs, and issues.

C. Target Position Competencies

These are the knowledges, skills, and abilities (KSA's) directly applicable to the participant's targeted position(s) that the participant should work toward achieving. These competencies should be developed jointly among the participant and the participant's respective supervisor and senior manager. It is not expected that the participant will necessarily acquire all the KSA's or participate in all the recommended developmental activities associated with the target position(s).

VI. Program Requirements

The MSP is open to current team leads, supervisors, and managers. Participation is voluntary and employees may apply when the MSP is formally announced. The tenure of the program is not to exceed 3 years. Exceptions to the recommended 3-year time period may be made on a case-by-case basis and as approved by the participant's respective senior manager. Participants are encouraged to informally solicit career guidance from various managers.

- A. Periodic Announcement. The Corporate Service Office (CSO) will issue an MSP announcement periodically inviting eligible employees interested in program participation to submit a self-nomination MSP application form to their servicing human resources (HR) office (Reference Appendix A).
- B. Employee Notification. The HR Office will notify employees of acceptance into the MSP and orient participants on program requirements (i.e., preparation of Individual Progression Plan, training resources, progress reports, etc.).
- C. Individual Progression Plan. Participating employees must prepare a 3-year Individual Progression Plan (IPP) with input from the participant's supervisor and concurrence by the senior manager (Appendix B). The IPP will identify the participant's target position(s) and the career progression path the employee proposes to follow to reach the target position(s), including developmental experiences, training activities, and associated timeframes for accomplishment.
- D. Assessment Instruments. Feedback is an essential mechanism for continued employee development and personal growth. To help participants identify their strengths and developmental needs, participants will complete a self-assessment and solicit feedback on their current skill levels relevant to the MSP leadership competencies (reference Appendix C). Self-assessment and 360-degree feedback instruments may be used to solicit feedback on specific skills or OPM ECQ's. Feedback should be solicited from a

participant's supervisor, peers, internal and external customers, and at least one senior manager. Assessment forms designed by the private and public sectors may also be used to supplement self-assessments and internal 360-degree feedback forms.

- E. Core Activities. Successful performance in management positions requires demonstrated competence in the MSP leadership competencies (i.e., ECQ's and Western-specific competencies). Accordingly, MSP core activities should focus on developing and enhancing a participant's skill level in each of these competencies.
- F. Developmental Activities and Experiences. The primary and most effective means to acquire and enhance the MSP leadership competencies is through targeted and relevant developmental activities and experiences. While training supports and enhances a participant's skill level, it is secondary to demonstrated experience which provides employees the opportunity to apply their knowledge, skills, and abilities, and to produce results and noted accomplishments. Experience can be acquired through details, temporary assignments and lateral job changes to broaden perspective; serving as chair on teams and committees; participating on special projects; volunteering to act in vacant supervisory and managerial positions; volunteering to work in community projects and activities; attending off-duty classes; reading various books, periodicals, and professional journals; viewing selected videos; etc. (Appendix E provides a listing of desirable knowledges of key administrative policies, programs, and procedures for participants to consider when preparing their IPP.).
- G. Training. Training (both formal and informal) should be relevant to a participant's target position(s) and to the MSP leadership competencies.

MSP mandatory training shall consist of the following:

- ✓ Hiring for the Future (Western conducted course)
- ✓ Personnel Management
- ✓ Diversity
- ✓ Sexual Harassment
- ✓ Ethics

Participants who have completed these courses in the past 5 years may only be required to take refresher or update training on these topics.

A list of suggested training courses/programs with relevant ECQ applicability is attached for use in developing IPPs (Reference Appendix F).

CSO/CSR HR offices will review IPP's to determine commonality of training needs and to apply economies of scale in arranging for such training. Any need for Western-wide training courses/programs will be coordinated by the CSO HR Office.

H. Required and Recommended Reading.

1. Required Reading – Western Documents

- ✓ Western's "Strategic Plan"
- ✓ Western's "Workforce 21 and Diversity Plan"
- ✓ Western's "Congressional 2001 Budget Document"
- ✓ Western's "FY-2000 Annual Performance Plan"
- ✓ Administrator's "Issue Papers"

- ✓ Administrator's "Briefing Book"

2. Recommended Reading – (Western Historical Perspective)

- ✓ "Rivers of Empire" by Donald Warner
- ✓ "Cadillac Desert" by Mark Reisner
- ✓ "Western Water Made Simple" edited by High Country News Island Press
- ✓ "Hoover Dam – An American Adventure" by Joseph Stevens

A list of recommended readings relevant to "leadership competencies" is provided in Appendix D. Most of these materials are available at local libraries.

- I. Evaluations. Participants will prepare a semiannual narrative report covering IPP accomplishments to date. The report should be submitted through the participant's supervisor and senior manager prior to forwarding to the servicing HR Office for review and official filing. The overall program will be reviewed annually by CSO and CSR HR offices for results achieved in accordance with program objectives.
- J. Continuance in Program. Participants will be expected to complete the MSP program in 3 years. Participants may leave or be removed from the program for any of the following causes:
 - ✓ For cause (e.g., misconduct)
 - ✓ Participant's progress falls short of reasonable expectations
 - ✓ Participant voluntarily leaves program
 - ✓ Participant terminates his/her employment with Western
 - ✓ Severe budgetary limitations or major reorganization
- K. Promotions and Reassignments. There are no restrictions on competitive or career ladder promotions or reassignments while in the program. Additionally, there is no guarantee of promotion upon completion of the MSP.
- L. Mobility. Participants are expected to be available for training and developmental activities which may require travel and prolonged periods away from assigned duty station. Furthermore, in some cases, mobility may be necessary to progress into higher level positions.

VII. Program Records and Tracking Systems

Servicing HR offices will maintain program records including original copies of IPPs and corresponding evaluation reports. Participants and supervisors should maintain copies of IPPs and evaluations for the purposes of tracking and monitoring program progress. IPPs may be changed at any time but must be approved by the respective senior manager prior to forwarding to the HR office.

VIII. Responsibilities

A. Participants:

- Take the initiative for and be committed to successful completion of the program.
- With supervisor and concurrence by senior manager, develop an IPP which identifies

target position(s) and relevant development activities, experiences, training, etc., to accomplish program objectives and skill gaps. Prepare semiannual reports of accomplishment to discuss with supervisor.

- Make a commitment to be mobile for developmental activities and training.

B. Supervisors:

- Provide candid and objective assessment of participant's strengths, skill gaps, and developmental needs.
- Support and authorize training and developmental activities including providing for, and managing the necessary funds required for program participation.
- Provide guidance and feedback to participant throughout program.

C. Senior Managers:

- Provide senior-level support to program participants and supervisors (i.e., holding participants/supervisors accountable for completion of assignments and program requirements; suggesting possible developmental activities, etc.).
- Approve IPPs.
- Provide feedback to senior management team on program effectiveness and suggestions for improvement.

D. CSO/CSR Human Resources Office:

- Coordinate and manage all aspects of MSP including preparation and distribution of program announcement.
- Assist participants and supervisors in preparation of IPPs.
- Review IPPs to determine common training needs and locate and coordinate training courses/programs as appropriate.
- Maintain program records.
- Conduct follow up evaluations with participants following program completion.

IX. Program Completion. A participant is considered to have completed the program when all identified IPP developmental objectives have been met or accomplished, normally within the 3-year period. Certificates of completion will be signed by the Administrator and then awarded by the participant's senior manager.

X. References

- A. OPM, Executive Core Qualification Standards
- B. OPM, Management Development Center and Center for Executive Leadership
- C. DOE Secretarial and Management Administration Directives and Guidelines

D. Graduate School, U.S. Department of Agriculture (USDA)

XI. Appendices

A. MSP “Application Form”

B. MSP Sample “Individual Progression Plan”

C. MSP “360-Degree Feedback Assessment Form”

D. OPM Executive Core Competencies and Key Elements/Recommended Readings

E. Listing of Desirable Knowledges of Key Administrative Policies, Programs, and Procedures

F. Suggested Training Courses